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and production. Then, because the raw asbestos was of irregular quality and quantity, it was necessary to shut down. T'ung-yuan-p'u and Huang-ti were also closed for the same reasons. When the Yen-t'ai Coal Mine opened new pits, there was no mineralogical survey, inspections were insufficient, and no old geological charts were available. As a result, after 6 months of operation, many broken veins were discovered in the Ta-yu Pit which were difficult to exploit and, by the end of the year, the pit was closed. Capital already invested exceeded 7 billion yuan.

In some cases, construction was started before production goals had been determined. Because of a decision to decrease coal production, the newly opened Tung-ch'i Pit was forced to close down after 7 months of construction work on the supply road. Even before determining what articles were to be produced, an asbestos plant of more than 3,500 square meters was constructed. After completion, there was still no decision on the machinery to be installed or articles to be produced.

The inspection was lax and the quality of construction was low. In the new asbestos plant, the roof tiles were put in place without plaster. The walls of the plant of the Ch'ing-kou-tzu Mine were not straight and the roof leaked. The walls of the mold unit of the machine shop required constant repair.

Deficiencies in the supervisory work of specialists from the construction company also account for some of the low-quality construction work and the loss from repeated repairs.

There were examples of poor budgeting and inaccurate accounting. Some plants and mines concealed certain expenses by reporting such items under basic construction expenses. The Mining Industry Company decided to construct a small building but feared that it would not fit into the proposed budget, so the cost of this building was entered under the basic construction estimate for a periclase pulverizing plant.

Large quantities of raw materials were wasted. Bricks for the construction of the Ch'ing-kou-tzu Mine, which could have been obtained locally, were shipped in from T'ung-hua. This careless planning resulted in wasting 220 million yuan. Work on the Hsi-san Mine was held up more than 20 days because finishing work had not been completed on the lumber materials.

Because of deficiencies in the bookkeeping systems and the logging of materials, there was much misuse of manpower, equipment, and supplies.

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